MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BOB2824 – ORGANIZATIONAL BEHAVIOUR

(Distance Education)

7th MARCH 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO** parts and **6** pages (excluding the cover page).

2. Answer ALL questions.
   - Part A : Multiple Choice Questions (40 marks)
   - Part B : Essay questions (60 marks)

3. The total mark for this paper is 100 marks. This final examination will contribute 50% towards your grade in this course.

Section A: (40 MARKS)
Instruction: Answer ALL questions. Mark your answers on the OMR sheet

1. According to Fred Luthans and his associates' study of 450 managers, _____ made the largest contribution to the success of managers in terms of speed of promotion within their organization.
   A) networking
   B) decision making
   C) planning
   D) controlling
   E) staffing

2. The role of a(n) _____, according to Mintzberg's classification of managerial roles, is to transmit information to outsiders about an organization's plans, policies, actions, and results and to serve as an expert in the organization's industry.
   A) spokesperson
   B) disturbance handler
   C) entrepreneur
   D) leader
   E) liaison

3. Which of the following is true regarding positive organizational scholarship?
   A) It involves monitoring negative practices in organizations and rectifying them.
   B) It deals with how employees should analyze weaknesses and convert them into strengths.
   C) It studies how organizations develop human strengths, foster vitality, and unlock potential.
   D) It dwells on limitations that an organization faces and how it can turn them into opportunities.
   E) It involves scrutinizing loopholes in organizational practices and filling gaps in processes.

4. Which of the following is most likely to be a characteristic of disengaged employees?
   A) They feel a deep connection for their organization.
   B) They have a sense of passion for their work.
   C) They have the lowest levels of turnover.
   D) They put in time but give no attention to their work.
   E) They proactively take up responsibilities.

Continued...

5. The _____ is a personality assessment consisting of 100 questions where respondents are classified as extraverted or introverted, sensing or intuitive, thinking or feeling, and judging or perceiving.
   A) Myers-Briggs Type Indicator
   B) Birkman Method
   C) Karolinska Scales of Personality
   D) Keirsey Temperament Sorter
   E) Taylor-Johnson Temperament Analysis

6. Which of the following describes the halo effect?
   A) attributing our own successes to internal factors and failures to external factors.
   B) judging someone on the basis of our perception of the group to which he or she belongs
   C) interpreting a person's behavior in comparison to others recently encountered
   D) drawing a general impression about an individual on the basis of a single characteristic
   E) underestimating the influence of external factors when making judgments about people

7. If Alberta is a categorized as a Theory X manager, which of the following behaviors is she most likely to exhibit?
   A) She will empower her subordinates.
   B) She will trust her employees to use their discretion in most matters.
   C) She will strictly control all the details of any project she is managing.
   D) She will delegate authority extensively to junior managers.
   E) She will let her employees choose their own goals.

8. McClelland's theory is based on which of the following needs?
   A) stability, growth, and security
   B) achievement, power, and affiliation
   C) self-actualization, stability, and safety
   D) hygiene, control, and security
   E) control, status, and self-actualization

Continued...

9. Karen graduated from college four years ago and has been working at Betaphy Inc. ever since. She has consistently received good performance evaluations for the quality of her work. She recently found out that her company hired a fresh college graduate with no experience at a salary higher than hers. Which of the following theories will Karen most likely use to evaluate this situation?
   A) reinforcement
   B) goal setting
   C) equity
   D) expectancy
   E) operant conditioning

10. Which of the following is true regarding formal groups?
   A) They are natural formations that arise in response to the need for social contact.
   B) They lack clearly defined structures and roles for their members.
   C) They have negligible impact on employee performance and behavior.
   D) A group of people who come together to protest against a new law make up a formal group.
   E) They are marked by stipulated behaviors in pursuit of organizational goals.

11. The second stage of the five-stage group development model is characterized by _____.
   A) uncertainty about the purpose, structure, and leadership of the group
   B) cohesiveness and close relationships among members of the group
   C) strong feelings of group identity among members of the group
   D) intragroup conflict within the group
   E) pride in the accomplishments of the group

12. Which of the following terms best represents voluntary actions that violate significant organizational norms and, in doing so, threaten the well-being of the organization or its members?
   A) undue hardship
   B) deviant workplace behavior
   C) antidiscrimination and retaliation
   D) progressive discipline
   E) wrongful termination

Continued...

13. Which of the following is an example of downward communication?
    A) Harry is reporting the work he has done for the day to his supervisor.
    B) Ben, an assembly line worker, is communicating some safety concerns he has to his manager.
    C) Sam has just sent a request for leave to his supervisor and is hoping that it will be accepted.
    D) John and Jack, the production and the marketing managers, have met to discuss the budget constraints they are facing.
    E) Ray is holding his monthly meeting with his team in which he informs them of their monthly targets.

14. Peter is working on a project. He feels that the parameters need to be changed to meet client specifications. First, he must talk to his immediate supervisor, who will then discuss the issue with her department director before any change can be implemented. Peter is most likely to be a part of the _____ type of small-group communication networks.
    A) star network
    B) mesh network
    C) chain network
    D) all-channel network
    E) ring network

15. Trait theories of leadership focus on _____.
    A) the special relationship that leaders establish with a small group of their followers
    B) the personal qualities and characteristics that differentiate leaders from non-leaders
    C) the way the leader makes decisions
    D) the extent to which followers are willing and able to accomplish a specific task
    E) the match between the leader's style and the degree to which the situation gives the leader control

16. Adrian Atwood, a senior manager at MNC, spends a lot of his time assigning group members to particular tasks and scheduling their work such that deadlines are achievable. Adrian also sets high expectations for standards of performance and holds regular meetings to ensure that productivity and quality are up to the mark. In the light of the Ohio State Studies, this indicates that Adrian, as a leader, is _____.
    A) low in task orientation
    B) high in consideration
    C) relationship oriented
    D) employee oriented
    E) high in initiating structure

Continued...

17. Fiedler's contingency leadership model assumes that _____.
A) an individual's leadership style is essentially fixed
B) an individual is constantly striving to develop a more productive style
C) an individual's leadership is primarily determined by the features of the followers
D) an individual's leadership style can be altered much like his or her personality traits
E) an individual's leadership style must be task oriented to be effective

18. According to the interactionist's perspective, a group that functions without conflict is _____.
A) living up to behavioral standards
B) prone to becoming static and apathetic
C) the most productive
D) most likely to be responsive to the need for change and innovation
E) a rare phenomenon

19. All of the following are benefits of conflict in organizations *except* _____.
A) increased self-evaluation and change
B) increased groupthink
C) increased creativity and innovation
D) increased curiosity among group members
E) increased opportunity to air problems

20. Which of the following is most likely to result from a strong organizational culture?
A) low employee turnover
B) low employee satisfaction
C) low organizational commitment
D) high absenteeism
E) low behavioral control resulting from the climate within the organization

Continued...

Section B: (60 MARKS)
Instruction: Answer ALL questions.

Question 1

a) What are conceptual skills? How are they different from human skills? (6 marks)

b) What are the **seven (7)** primary characteristics that capture the essence of an organization's culture?

(14 marks)

[20 marks]

Question 2

a) Explain the following terms: role perception and role expectation. (4 marks)

b) What are the **eight (8)** key parts of the communication process? Explain with the aid of a diagram. (8 marks)

c) Explain how a manager motivates employees with reference to Herzberg's two-factor theory. (8 marks)

[20 marks]

Question 3

a) Briefly describe the **five (5)** key traits in the Big Five model. (10 marks)

b) Describe the **five (5)** conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness. (10 marks)

[20 marks]

End of Page